Play 5

Starting the Clock on the Sports Event Planning Process

Sports Event Management and Marketing Playbook

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Starting the Clock on the Sports Event Planning Process: Overview

- Sports event managers spend more time planning than actually executing an event
- We have set a strategy on how we intent to finance the event and determined the optimal location (previous chapters)
- Planning and building a team to execute the strategies and tactics go hand-in-hand
- Use the P-A-P-E-R Test to help develop a list of elementary tasks for the event

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Starting the Clock on the Sports Event Planning Process: Overview

- The elementary task list will form a list of deadlines for the event
- Use Critical Task Analysis to flesh out the needs for completing each task by the set deadlines
- It is essential to use all available resources and put in place a capable team to complete the tasks identified to successfully execute the event

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Key Terms

- Elementary tasks – primary/fundamental task
  - Key activities
  - Supportive tasks – precede key activities
  - Decision points – precede key activites
- Critical dates calendar
  - Organizing task deadlines in chronological order
- Critical task analysis
  - Listing all primary task so deadline dates can be assigned and fit together
- Organization chart

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Example of Elementary Tasks

- Develop an event budget
- Confirm event location details
- Develop attractions and activities
- Create a schedule of events
- Define staffing needs
- Sell sponsorships
- Book entertainment
- Advertise and promote the event to fans and non-fans
- Recruit, train and orient staff
- Setup and install the event
- Operate the event
- Disassemble and move out the event
- Document the event for future sponsorship sales efforts
- Evaluate the event

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Creating a Critical Dates Calendar

- Create preliminary deadlines for each elementary task chronologically, starting from the bottom and working backwards
- Identify start dates, allowing proper time to complete each task
- Some tasks with similar deadlines will take longer than others to complete
- The evaluation of tasks and their timelines is called Critical Task Analysis

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Creating a Critical Dates Calendar

FAN FESTIVAL EVENT DATE: April 15

Elementary Task	Start Date	End Date
Develop an event budget	December 1	February 15
Create a schedule of events	December 1	March 15
Develop attractions and activities	December 1	March 27
Sell sponsorships	January 15	March 31
Create merchandise area	February 1	March 31
Create ticket sales area for next season	February 1	March 31
Identify food and beverage offerings	March 1	March 31
Book entertainment	March 1	March 31
Create floor plan	March 15	April 5
Invite dignitaries/guests/sponsors/business owners/others	March 15	April 8
Invite media to cover the event	March 15	April 8
Advertise and promote the event to fans and non-fans	March 22	April 14
Recruit, train, and orient staff	March 15	April 14
Set up and install the event	April 13	April 14
Obtain/confirm all permits, approvals, inspections, details	March 15	April 14
Operate the event	April 15	
Disassemble and move out event	April 16	

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Using Critical Task Analysis

- Set a preliminary Critical Dates Calendar, then "explode" it to identify the component tasks for each elementary task
- Each elementary task may be compiled of multiple key activities and decision points
- Set deadlines for each key activity and decision point
- Be prepared to readjust deadlines to accommodate these secondary tasks

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Exploding Elementary Tasks

FAN FESTIVAL EVENT DATE: April 15

Elementary Task	Start Date	End Date
Develop an event budget	December 1	February 15
Identify net income/loss goal		
Estimate total expenses		
Estimate total revenues		
Determine sponsor revenue needs		
First draft budget		
Finalize budget		
Develop attractions and activities	December 1	March 27
Identify attraction areas		
Request and receive cost estimates		
Confirm roster of attractions		
Order signage		

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Exploding Elementary Tasks

- Elementary Task: Invite VIP guests
  - Key activity: Design invitations
    - Decision points: Allocate budget for design, finalize logo, decide on VIP events/activities, set RSVP date, finalize accommodations, determine number of VIPs, decide printing date
  - Key activity: Print invitations
    - Decision points: Identify number of invitations to print, generate mailing list, determine timeline for design, printing and delivery, set deadline to send invitations

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Staffing: Assign Responsibilities

- Critical Task Analysis can result in hundreds of line items on the Critical Dates Calendar
- It is helpful to add a row on this list identifying the person responsible for completing each task

Task	Start Date	End Date	Responsibility
Budget Expenses	Dec. 1	Jan. 3	DJ
Identify Attractions	Dec. 1	Jan. 10	EN

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Staffing: Organizing a Team

- The make up of an event staff will vary based on type, season, location, and other factors
  - Ex. Professional vs. Clemson FB vs. Erskine FB
- The team may be compiled of a combination of full-time and part-time employees, volunteers, vendors, contractors, and freelancers
- Define your staffing needs clearly in order to structure a staff capable of the workload determined through Critical Task Analysis

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Building an Organization

- The key to building an organization is to first determine how the decisions will be made, short-term and long-term
- Decisions can be made by an individual, a task force, or a committee
  - Committee, task force, board of directors, event director usually occupies top rung of event team
  - Essential to move majority of day-to-day decision-making below this level to managers, etc.
- Most importantly, there must be a structure in place that places the right amount of responsibility at each level of the organization
- It is key that everyone understands their role in the organization's overall structure

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Example of Responsibility Breakdown

Management Entity	Authorities and Responsibilities
Board of Directors	Definition of event objectives Approval of strategies and tactics Approval of event budget Approval of host city and venue selection Approval of sponsor, supplier, or broadcast and media deals with terms of more than one year Hiring and firing of event director
Event Director	Budget development and management Strategy and tactic development Approval of expenses Supplier selection, negotiations, and contract approval Sponsor solicitation, negotiations, and contract approval Broadcast and media solicitation, negotiation, and contract approval Hiring, training, and firing of event staff

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Organization Chart

- Defines areas of responsibility and accountability
- To streamline decision-making
  - Several management tiers so every issue does not need to be presented to event director for a solution
  - Directors delegate to responsibility to managers along clearly defined paths to the areas below them
- Clear communication of how each functional area fits into the event's overall management
  - Distribution of chart to all levels

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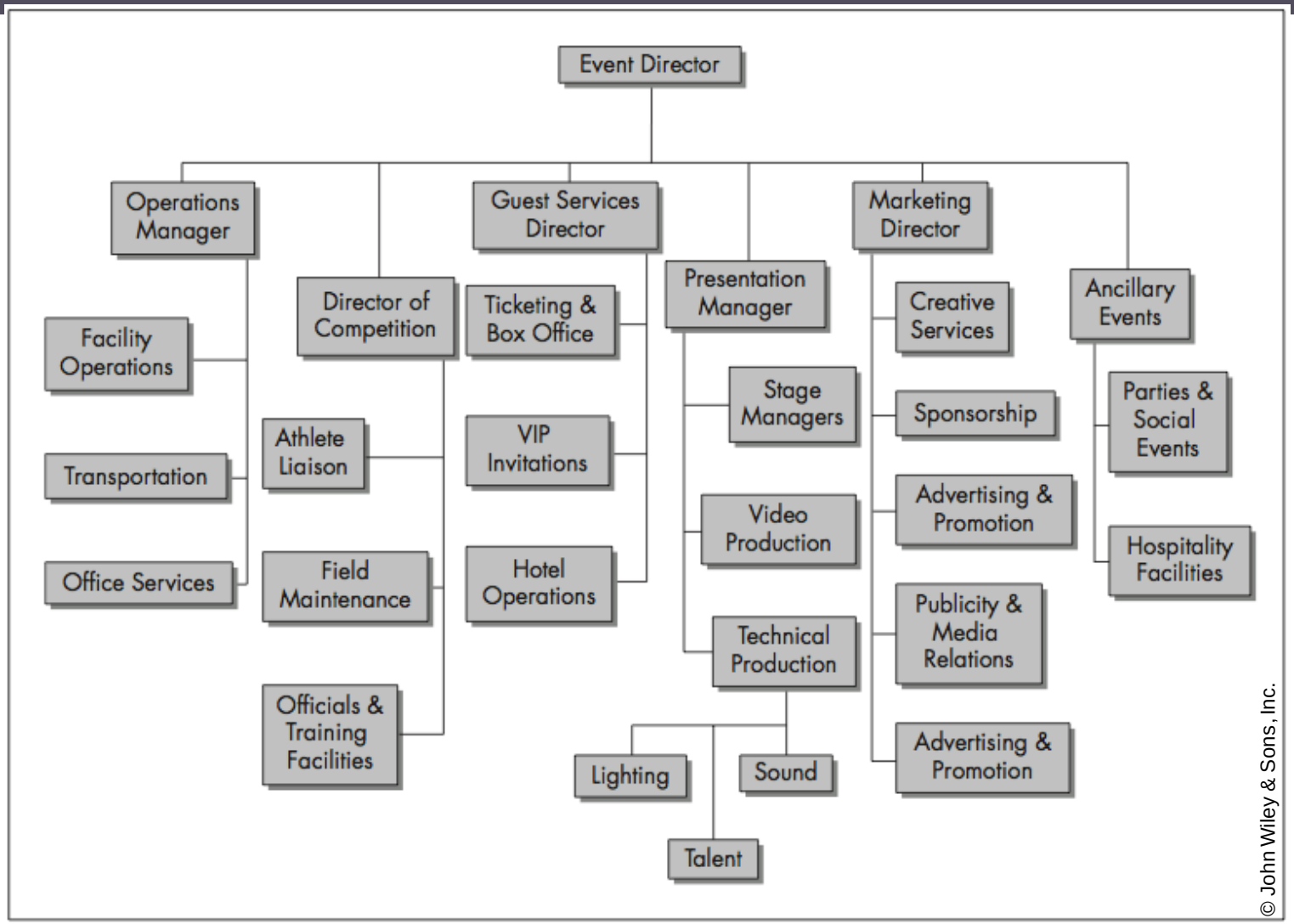
Sample Organization Chart



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Sample Organization Chart

Operations	• Facility management: *space allocation management, load-in, installation, dismantle, load-out, labor (front of house staff), locker/dressing rooms* • Staff/vendor accreditation • Transportation: *competitor transportation, shipping/receiving* • Office services • Staff uniforms and attire
Competition	• First Aid/EMTs • Volunter Staff • Tournament/competition scheduling • Athlete scheduling and communication • Competitive equipment acquisition and maintenance • Officiating and judging • Playing field preparation and maintenance • Training facilities, equipment, and personnel • Athlete medical services
Guest Services	• Ticketing • VIP invitation process and seating • VIP gifts • VIP hospitality • Information guides • Hotel rooms and function space management
Marketing	• Sponsorship: *business development and sponsor sales, account service and fulfillment* • Creative services: *logo development, style manual, printed materials, marketing artwork, sponsor signage* • Advertising: *website, digital, newspaper, radio, television* • Outdoor: *billboards, banners, posters, marquees* • Promotions: *sponsor cross-promotions, retail promotions* • Publicity: *pre-event, media relations/accreditation, media center operations* • Merchandise and programs
Presentation	• Creative: *rundowns, scripting, music, costumes/wardrobe* • Production management • Talent booking: *announcers, entertainers, rehearsal scheduling* • Stage management • Scoreboard operations • Video production • Technical production: *staging, set construction, lighting, sound, special effects (i.e., lasers, pyrotechnics)*

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Finding the Right People

- Using freelancers and volunteers will lower expenses significantly
  - Used by both large and small events
    - Ex. 1996 Summer Olympic Games in Atlanta used over 60,000 volunteers
  - Necessary for some events' financial stability
- Create job descriptions for every member of the staff
- A staff manual should be developed and distributed to help manage your support organization
- Keep everyone on the same page with regularly scheduled meetings

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Staff Manual

Essential Sections

1. Event Mission and Objectives
2. Contact List
3. Calendar of Critical Dates
4. Emergency Procedures
5. Event Timeline or Schedule
6. Organization Chart
7. Maps and Floor Plans
8. Policies and Procedures

Optional Sections:

1. Financial Information
2. Contracts
3. Event Rundowns and Scripts
4. Facility Information
5. Sponsorship (List of sponsors and summary of benefits)
6. Transportation Plan
7. Travel and Hotel Information

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Staff Meetings

- Best way to keep all personnel updated on events
- Request meeting topics from member before the event
- Circulate agenda for meeting so members can come prepared with recommendations, questions, etc.
  - Included on critical dates calendar
- Meetings tend to become less efficient as the number of people increases
- Compartmentalized meetings work better for mid/large sized events
  - Directors and managers meet
  - Managers meet with their functional area staff
- Tie-down meeting held one-three weeks before the event
  - This is the final production or all-agency meeting to tie up loose ends, test equipment, identify problems that still needs to be solved, etc.

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Summary

- The planning process is the foundation for successfully executing any event
- Critical analysis of tasks, deadlines, responsibilities and organizational needs is essential
- Be flexible with dates as you explode your task lists and calendars
- Utilize all the various staffing solutions and resources available to you when building your support organization
- Communication is key

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Assignment 5/Discussion

- Event: Community Youth League All Star Game
  - Compile a calendar of critical dates for the event
  - Explode that calendar to include supporting tasks and decision points
  - Write a short description of the type of workers you would recruit/hire to staff the event.

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Assignment 5/Discussion

- Event: Community Youth League All Star Game
  - Compile a calendar of critical dates for the event
    - Use July 20, 2023 as the event dates when considering start and end dates for these tasks
    - Include these elementary tasks: develop and event budget, confirm event location, sell sponsorships, create a schedule of events, define staffing needs
    - Make sure start and ends dates are reasonable and in meaningful order
  - Explode that calendar to include supporting tasks and decision points
    - List at least two supporting tasks or decision points for each task above
  - Write a short description of the type of workers you would recruit/hire to staff the event.
    - Make sure to include the different areas of the event that would need to be staffed, which type of worker you would hire for each area, and why you made that choice.

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Assignment 5/Discussion

- Event: Community Youth League All Star Game
  - Supporting tasks and decision point examples

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Determine sponsor revenue needs		
First draft budget		
Finalize budget		
Develop attractions and activities	December 1	March 27
Identify attraction areas		
Request and receive cost estimates		
Confirm roster of attractions		
Order signage		
Sell sponsorships	January 15	March 31
Create sponsorship tiers and packages		
Create sponsorship presentations		
Solicit potential sponsor companies		
Finalize sponsors		
Order sponsor signage		
Order other sponsor fulfillment elements		

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